

# **Aiken Barnwell Mental Health Center FY20 Strategic Plan**



**"Prevention Works, Treatment is Effective  
and People Recover"**

## **Overview**

Mental Illnesses are common in the United States. One in five Americans experiences a mental illness in any given year. That's over 40 million Americans. The costs associated with mental illness stem from both the direct expenditures for mental health services and treatment (direct costs) and from expenditures and losses related to the disability caused by these disorders (indirect costs). The National Institute of Mental Health (NIMI) conservatively estimates the total costs associated with serious mental illness to be in the excess of \$300 billion per year. It is estimated that about two-thirds of individuals with mental illness go without treatment, due in a large part to their inability to access care or to the stigma about mental illness that may keep them from seeking services.

Defining the future of ABMHC continues to require careful thought and a clear understanding of how the delivery of behavioral healthcare has changed, will change and a precise knowledge of the needs of our community. Layered into this context are the complexities of healthcare reform with a consistent theme of delivering higher quality of care and services effectively and efficiently at a lower cost. ABMHC must also address the fragmentation of services, lack of consistent data and outcomes, insufficient funding, workforce challenges, inadequate technology and increasing competition.

Individuals seeking behavioral healthcare typically have multi-needs and co-morbid issues; henceforth, they must interact with a wide range of agencies to access services. This often results in fragmentation of services causing frustration, duplication of services, increased costs and interruptions in care. Many agencies have neither the capacity nor the resources to implement a comprehensive electronic health record; henceforth, pertinent information is not shared amongst providers negatively impacting continuity of care and collaboration in treatment planning. ABMHC utilizes a homegrown electronic medical record developed by SCDMH. As a result ABMHC remains unable to share information electronically with its partners and payers. In addition, the failure to have a certified electronic health record impacts ABMHC's ability to apply for specific federal grant opportunities. As part of strategic planning, ABMHC will work closely with community partners to enhance collaborations and partnerships to share information and enhance its ability to co-serve persons with multiple diagnoses and served by multiple partners.

In the past, Mental Health services were largely both publicly funded and publicly provided but today service provision has shifted toward the private sector. As a result, the mental health care system increasingly relies on competition to allocate health care resources. Competition for consumers largely determines which mental health services are produced, how they are produced, and at what prices they are produced. The role of managed care in behavioral health care in South Carolina increased substantially as of July 1, 2016 thus ABMHC must be competitive. Moreover evidence based practices require a significant amount of training, supervision and monitoring to ensure fidelity to the model, costs that are not reimbursed. Healthcare is moving towards a valued-based payment system; however, the logistics of the model are complex and require a significant investment in data analytics. Payors are encouraging integrated treatment models with payment incentives to match. ABMHC will explore opportunities to integrate care.

There is a serious mental health workforce shortage nationwide. Workforce challenges exist as the workforce in behavioral healthcare ages and is insufficiently sized and trained to meet the growing need and demands in behavioral healthcare. As of 2013, ABMHC projected that ABMHC would lose approximately 38% of its current staff in the next ten years due to retirement. Furthermore, the SCDMH salary structure creates a barrier to hire and retain staff specifically Master Level Therapists, Nurses and Psychiatrists. ABMHC has created agreements with local Universities for internships for counseling, psychology and social work master level students. ABMHC works closely with SCDMH to provide internship opportunities for master level students wishing to work in school mental health upon graduation via the John H. Magill School Mental Health Certificate. ABMHC provides on-going workforce training to ensure staff are trained to provide quality services and obtain reimbursement for services provided. ABMHC must continue to utilize innovative ways to attract and retain qualified staff (flexible schedules, professional growth and development, tuition reimbursement, loan repayment, etc.). ABMHC is a designated HealthCorps site. ABMHC will conduct a salary analysis annually to review all salaries and utilize SCDMH policies in reference to performance increases, bonuses and additional skills and knowledge increase to retain staff.

As the future financial position of the organization is impacted by ever-changing marketplace factors such as coding, payment reimbursement and costs, ABMHC will have to engage in long-term financial planning to ensure that funding for mental health services and programming is appropriate to meet identified needs and priorities of the organization and community. All additional sources of funding (federal, private, insurance, and grant) will need to be maximized. ABMHC will investigate the ability of multi-year contracts with provider organizations to allow for some predictability. ABMHC will have to continue to execute cost reduction measures and enhance its accountability and management practices to ensure the most efficient use of its resources. ABMHC will maximize client fee revenue through timely and accurate billing and client-record keeping practices. ABMHC will allocate resources necessary to support accomplishment of the strategic plan financially and its workforce. ABMHC will also seek financial commitment from both Aiken and Barnwell Counties to support its mission.

In addition to challenges and threats to the organization, ABMHC must explore opportunities for the organization to include: Suicide Prevention; treatment of trauma; expansion of services schools and for persons with co-occurring disorders; integration of its services with other state human service agencies, law enforcement and primary care facilities, expansion of tele-medicine, and crisis stabilization. Opioid overdose deaths in South Carolina increased proportionately with national rates since 2013. Since then the rate has increased from 5.2 deaths per 100,000 persons to 13.1 deaths per 100,000 in 2016. Governor McMaster declared a statewide public health emergency and created an "Opioid Emergency Response Team" to combat opioid deaths. Aiken County had twenty-three deaths due to opioid overdoses in 2016. Barnwell County had one. In 2017, forty-one residents of Aiken County died by suicide. As of May 30, 2018, there have been sixteen completed suicides. ABMHC will continue to participate in the Coalition to Prevent Suicide in Aiken County and has adopted a ZERO Approach to Suicide which included establishing a ZERO Suicide Task Force. ABMHC will participate in all

opportunities to educate the public and business community about suicide prevention and treatment for mental health.

Despite the many challenges and opportunities, ABMHC has a strong foundation on which to create a premier behavioral healthcare system- one that is built on recovery and on the premise that mental health is essential to overall health. System strengths include: a person-centered recovery focus; collaboration and partnerships with stakeholders and community partners; utilization of evidenced based practices; identification of outcome measures and movement towards collecting and reporting; a focus on expanding technology; a strong and seasoned executive team, and a dedicated, professional and competent workforce.

ABMHC works best when there is collaboration across agencies and other partners. Collaborative efforts that support adults, children and families with mental health conditions abound. Examples include the collaborative efforts between ABMHC, Aiken County Sheriff's Department, Barnwell County Sheriff's Department, Department of Social Services- Aiken and Barnwell Counties, Aiken County Public School District, Barnwell School District, Blackville School District, Williston School District and Department of Juvenile Justice.

Individuals with mental illness are expected to recover. ABMHC has shown a commitment to a recovery-oriented system of care by developing and supporting positions within leadership and the direct service level for Certified Peer Support Specialists (CPSS). CPSS staff has a voice in directing policy, monitoring quality, and providing services to peers.

ABMHC is committed to evidence-based and evidence informed practices. ABMHC has devoted resources to support the implementation and use of evidence-based and evidenced informed practices Wellness Recovery Action Planning (WRAP), Dimensions Well Body, Dimensions Tobacco Free, Trauma Focused Cognitive Behavioral Therapy, Dialectical Behavior Therapy, Individual Placement Supported Employment and Cognitive Behavioral Therapy.

Technology is increasingly being used to help drive both service provision and data collection and analysis. Telepsychiatry, tele-health and e-scribing are currently being used. ABMHC is working closely with SCDMH to develop needed infrastructure to promote the exchange of health information among providers and payers.

ABMHC is accountable for the delivery of safe, effective and evidenced based behavioral healthcare to the community. ABMHC is challenged to develop and implement more effective and cost-efficient strategies to meet the needs of persons diagnosed with mental illness. In light of the changing landscape and many challenges, ABMHC identified strategic priorities, goals and objectives for improving and maintaining the quality, scope and access of public mental health services offered in Aiken and Barnwell counties. The priorities formed the basis for ABMHC's strategic plan described in this report. We believe this plan will allow ABMHC to flourish as an excellent behavioral healthcare provider. This plan is not meant to be static: the goals and objectives in this document will continue to be updated and modified based on the changing landscape of mental health, unanticipated challenges and opportunities, input received from

stakeholders, as action steps are implemented and as specific data is collected to evaluate the effectiveness of our implementation. The Strategic plan is a roadmap for ABMHC's future and we believe it includes essential elements that can guide our agency to greater excellence.

ABMHC operates under the auspices of the South Carolina Department of Mental Health thus priorities and goals are identified by SCDMH (SCDMH State Plan and CMHS Block Grant). Based on SCDMH defined priorities and goals, ABMHC's Leadership guides the strategic planning process. ABMHC systematically reviews its, strategic plan, finances, programs and services throughout the fiscal year. As a result, ABMHC is able to determine the areas in which it particularly excels as well as determine the areas in which gaps or needs have arisen. Based on data-driven analyses, performance measurements and feedback mechanisms, ABMHC is able to evaluate, assess and refine programs, services, and service delivery systems as well as update the strategic plan as needed.

### **Strategic Planning Process Framework**

The strategic planning process will incorporate the following components:

- ✓ Mission Statement
- ✓ Values
- ✓ Guiding Principles
- ✓ Community Needs
- ✓ Input from Stakeholders, Community and ABMHC Board of Directors
- ✓ Long-term and short-term goals, objectives and priorities
- ✓ Quarterly performance measurement
- ✓ Active engagement in the process at all levels of the organization

### **Sources of Input and Information**

In preparation for the creation of the strategic plan, ABMHC worked with local stakeholders to identify:

- ✓ Unmet mental health needs
- ✓ Strengths and areas of improvement for ABMHC
- ✓ Opportunities for expansion
- ✓ Current and future threats that may impact ABMHC's ability to support individuals and families with mental health needs.
- ✓ Innovative and evidenced based approaches and models to providing and supporting mental health services.
- ✓

Input and information came from a variety of sources:

- ✓ Community Partner Forums
- ✓ Stakeholder Satisfaction Surveys
- ✓ Patient Forums
- ✓ Patient Satisfaction Surveys
- ✓ Strengths, Weaknesses, Opportunities & Threats Analyses
- ✓ Employee Needs Assessment and Satisfaction Surveys
- ✓ Aiken Barnwell Mental Health Center Staff

- ✓
- Ongoing input will be obtained from a variety of sources:
  - ✓ Collaborative Forums- Aiken County
  - ✓ Quarterly Mental Health Collaborative Forums- Barnwell County
  - ✓ Annual Stakeholder Satisfaction Survey
  - ✓ Quarterly Client Satisfaction Survey
  - ✓ Employee Organizational and Needs Assessment
  - ✓ Patient Surveys
  - ✓ Patient Advisory Board
  - ✓ ABMHC Board of Directors
  - ✓ Aiken Barnwell Mental Health Center Staff
  - ✓ South Carolina Department of Mental Health Business Intelligence Platform

### **Role of the ABMHC Board of Directors**

The ABMHC Board of Directors will play an advisory role in the strategic planning process. The Board will focus on strategic priorities of the organization and carry out its responsibilities as a whole. It will avail itself of education and information to stay abreast of community and environmental trends. It will raise questions and contribute expertise as well as bring insights from key stakeholders.

### **Role of Executive Management and Senior Management**

Management at ABMHC will fully utilize its experience, expertise and knowledge of community and stakeholder needs to make decisions, develop, refine and implement policies and procedures in order to ensure goals and objectives are being met. Management will review the progress of the strategic plan regularly. Management will provide routine reports to the Board of Directors regarding performance measurement. The strategic plan will be updated quarterly to reflect current performance.

### **Description of Agency (Mission, Values, Six Pillars of Excellence & Guiding Principles)**

Aiken-Barnwell Mental Health Center (ABMHC) is a healthcare organization committed to providing quality outpatient mental health services to the residents of Aiken and Barnwell counties. ABMHC has a talented team of psychiatrists, mental health counselors, nurses, case-managers, administrative and support staff who are passionate about helping the people of Aiken and Barnwell.

In 1963, the Federal Community Mental Health Act provided 50/50 money to develop community based mental health center. On July 1, 1965, ABMHC became one of the first community mental health centers founded in South Carolina and Governor Russell appointed the Aiken County Mental Health Board, consisting of 12 members. The original staff consisted of three people: a psychiatrist, a secretary, and a part-time psychiatric consultant. Dr. Elna Lombard served as the first center director beginning in December 1965. In October 1970, the first board members were appointed to serve from Barnwell County. As a result, the center officially changed its name to Aiken-

Barnwell Mental Health Center. In 1979-80, a federal block grant helped to establish the satellite office in North Augusta, known as The Hartzog Center.

Today, ABMHC provides mental health services to individuals seeking help for mental health problems or co-occurring mental health problems and substance use. Services vary in type and level of intensity, depending on the individual's need. Services include: Assessment/Evaluation, Crisis Intervention, Individual, Group and Family Therapy, Medication Management, Peer Support Services, Psychosocial Rehabilitation Services, Care-Coordination, Wellness and Recovery Education, Support Groups, Intensive Family Support, Intensive Community Support for Adults, and School Mental Health Services. In FY19, ABMHC provided more than 34,796 services to approximately 4100 Aiken and Barnwell residents.

All DMH facilities are licensed or accredited. ABMHC is nationally accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).

### **Our Mission**

To support the recovery of people with mental illnesses.

### **Our Core Values**

**Respect for the Individual-** Each person who receives our services will be treated with respect and dignity, and will be a partner in achieving recovery. We commit ourselves to services that:

- Honor the rights, wishes, and needs of each individual;
- Promote each individual's quality of life;
- Focus on each individual's strengths in the context of his or her own culture;
- Focus on independence and recovery;
- Demonstrate the value of family inclusion and the benefits of strong family support.

**Support for Local Care-** We believe that people are best served in or near their own homes or the community of their choice. We commit to the availability of a full and flexible array of coordinated services in every community across the state, and to services that are provided in a healthy environment. We believe in services that build upon critical local supports: family, friends, faith communities, healthcare providers, and other community services that offer employment, learning, leisure pursuits, and other human or clinical supports.

**Commitment to Quality-** We will be a center worthy of the highest level of public trust. We will provide treatment environments that are safe and therapeutic, and work environments that inspire and promote innovation and creativity. We will hire, train, support and retain staff who are culturally and linguistically competent, who are committed to the recovery philosophy, and who value continuous learning and research. We will provide services efficiently and effectively, and will strive always to provide interventions that are scientifically proven to support recovery.

**Dedication to improved public awareness and knowledge-**We believe that people with mental illnesses, trauma victims, and others who experience severe emotional distress, are often the object of misunderstanding and stigmatizing attitudes. Therefore,

we will build formal partnerships with the state's educational leadership and institutions, including both K-12 and institutions of higher learning, to enhance curriculum content on mental health. We will work with employers, sister agencies, and public media to combat prejudice born of ignorance about mental illnesses. In addition, we will expect our own staff to be leaders in the anti-stigma campaign.

### **The Six Pillars of Excellence**

Aiken Barnwell chose a strong supporting structure for our strategic plan and to help move our agency towards a culture of excellence. ABMHC has adopted the Six Pillars of Excellence as identified by the Studer Group- Service, Quality, People, Finance, Growth, and Community- to demonstrate our commitment in making ABMHC the leader in behavioral care in Aiken and Barnwell Counties. The Six Pillars of Excellence are the foundation for our mission and provides the framework to help us align and prioritize operational goals, develop a strategic plan, and communicate our progress and outcomes to our stakeholders.

**Quality-** ABMHC provides safe, effective and evidenced based behavioral health care that can be defined, measured and published. ABMHC is committed to leading the community in improving health status and access to care. We take pride in what we do.

**Service-**Our job is to exceed customer (clients, families, stakeholders, employees) expectations at every turn thus establishing ABMHC as the preferred provider of choice in Aiken and Barnwell counties.

**People-** We recognize that being the behavioral health care provider and employer of choice means recruiting, developing and retaining a competent, culturally diverse, motivated and productive workforce. Every team member is selected for their leadership, professionalism, expertise, compassion and commitment to the values that set ABMHC apart.

**Finance-** It is our responsibility to provide cost-effective, compassionate care and excellent services to our payers and clients. We will demonstrate fiscal responsibility and accountability to advance our mission and values.

**Growth-** ABMHC is committed to the continual pursuit of new and better ways of serving our customers. We stay abreast of clinical practices and technological advances. We offer continuing education and training for all our team members. We are also a training resource for individuals pursuing mental health careers.

**Community-**ABMHC actively partners with local and regional organizations and service agencies to effectively meet the needs of the community and to increase the public's awareness of mental health issues, mental health treatment and access to treatment.

### **The Nine Guiding Principles**

The Nine Guiding Principles serve as a roadmap for leadership to develop an excellence-based culture and promote the organization's successes. It's a step by step process that takes ABMHC where we are to where we want to be. The Studer approach generates passion thus helping employees to focus and engage in work that is purposeful, worthwhile and makes a difference in the lives of others. Studer's principles align the organization's leaders from top to bottom to focus on outcomes that really matter to



long-term success creating a balance of goals and activities that address the holistic performance of the organization while minimizing distractions. The Studer principles help create better leaders by creating consistency across the organization and putting in systems of accountability to execute operational plans. Ultimately the Studer pillars and principles create a great place for clients to receive care by first creating a great place for employees to work.

### **Commit to Excellence**

Excellence is when employees feel valued, staff feels their clients are getting great care and the clients feel the service and quality they receive are extraordinary. A commitment to excellence impacts the bottom line while living out the mission and values of the organization. It aligns staff and leaders and put the “why” back in health care. Commitment to excellence means setting measurable goals under each of the Six Pillars.

### **Measure the Important Things**

In order to achieve excellence, ABMHC needs to be able to objectively assess its current status as well as progress. Principle 2 helps an organization define specific targets and measurable tools and align the necessary resources to hit those targets. What gets measured gets done.

### **Build a Culture around Service**

All successful change requires well thought-out processes that must become the norm or be hardwired in the organization. This principle teaches how to connect services to organizational values- script behaviors, create employee-based service teams, teach service recovery, and develop standards of performance. There is no higher responsibility than to ensure high quality and a caring environment for our clients.

### **Create and Develop Leaders**

In order for an organization to be great, it has to have great leaders. Leadership is crucial to sustaining a culture of excellence. This principle teaches how to identify current and future leaders and then how to develop, train, and equip those leaders in a cost-effective manner.

### **Focus on Employee Satisfaction**

The saying, “A chain is only as strong as its weakest link,” holds true within every organization. Every employee is critical to the success of the organization. Satisfied employees do a better job. It’s that simple. This principle show how an organization, by focusing on employee satisfaction, can improve client satisfaction while decreasing costs.

### **Building Individual Accountability**

Principle 6 teaches ABMHC how to create a self-motivated work-force by creating a sense of ownership in the organization.

### **Align Behaviors with Goals and Values**

Through Principle 7, we are shown how to create and implement objective, measurable evaluation systems that are tied to the Six Pillars. The leader’s evaluation must be

aligned with the desired outcomes and behaviors via implementation of an objective, measurable leader evaluation tool.

### **Communicate at ALL Levels**

Change occurs when all leaders are aligned and everyone understands what is important, and what they need to do to help accomplish organizational goals. This method speeds up the decision process, creates proactive behavior and improves working relationships. Organizations who apply this principle will find that "Administration" is often viewed in a more positive manner.

### **Recognize and Reward Success**

Everyone makes a difference. Create win-wins for staff and never let great work go unnoticed! Establish real life examples for others to follow.

### **ABMHC Priorities/Goals**

**To provide safe, effective and evidence based mental health care that can be defined and measured.**

#### **Objectives:**

- Expand School Mental Health Services in Aiken and Barnwell counties providing coverage at all schools by 2022.
- Expand Crisis Diversion Services in Aiken and Barnwell counties.
- Expand behavioral services provided in the correctional setting.
- Implement the Individual Placement and Supported Employment Program.
- Fully implement the Intensive Community Treatment Program.
- Implement the Intensive Family Services Program.
- Enhance delivery of Co-occurring Services (SA/MI).
- Increase the use of Family Therapy and Group Therapy.
- Fully implement a Levels of Care System.
- Expand use of evidenced based practices.
- Integrate care (primary care and mental health).
- Promote awareness that suicide is a public health problem that is preventable.
- Expand housing services.
- Expand access to care.

**To exceed customer expectations at every turn thus establishing ABMHC as the preferred provider of choice in Aiken and Barnwell counties.**

- Establish opportunities for patient feedback services.
- Increase opportunities for patients to have meaningful involvement in the planning, development, delivery and evaluation of services.
- Enhance referral and communication process with partners.

**To recruit, develop and retain a competent, professional, culturally diverse, motivated and productive workforce.**

- Enhance recruitment efforts.
- Enhance retention rate.

**To demonstrate fiscal responsibility and accountability to advance our mission.**

- Increase revenue.
- Manage costs.
- Maintain physical properties.

**To pursue new and better ways of serving our customers.**

- Relocate Hartzog Center in North Augusta.

**To enhance community partnerships with local and regional organizations and agencies to effectively meet the needs of the community and to increase the public's awareness of mental health issues, mental health treatment and access to treatment.**

- Enhance community partnerships.
- Educate public on mental illness and services provided by ABMHC to decrease stigma and awareness of mental health treatment.